

A Study on Work–Life Balance and its Impact on Employee Productivity

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Citation: Saipriya, S. & Preetha, S. (2026). A Study on Work–Life Balance and its Impact on Employee Productivity. International Journal of Innovations & Research Analysis, 06(02(I)), 73–80. [https://doi.org/10.62823/IJIRA/06.02\(I\).8851](https://doi.org/10.62823/IJIRA/06.02(I).8851)

ABSTRACT

The research aims at exploring how the concept of work–life balance affects the productivity of the employees. Work–life balance is an important factor in the success of an organization because workers are expected to balance their professional duties with their personal life in today's rapidly changing work environment. Some of the major factors targeted are working hours, flexible working options, leave policies and management support. Structured questionnaires were used to gather the primary data that were analysed using statistical analysis including correlation, regression and ANOVA among others. The results indicate that there are different effects of work–life balance on employee productivity, but that it is a significant factor. The study demonstrates the need for fostering employee well-being and performance through supportive organizational practices.

Keywords: Work–Life Balance, Employee Productivity, Working Hours, Flexibility, Leave Policies.

Introduction

The modern work environment has made work/life balance a challenge for employees. This is due to the rapid rate of organizational change, increased competition and workload pressure, which makes it difficult for employees to maintain a healthy work–life balance. Work-life balance is the capacity of people to balance their professional and personal/family commitments.

In the modern world, organisations have begun to understand the importance of maintaining a healthy work-life balance in order to boost employee productivity, satisfaction and wellbeing. Stress, burnout, absence and performance loss due to poor work–life balance practices can be avoided, while the successful implementation of work–life balance practices can improve productivity and organizational efficiency.

The purpose of this study is to explore the correlation between work–life balance and productivity of the employees through studying the effect of working hours, flexible working, leave policies, and support from management.

Objective

Primary Objective

- To study the effect of work life balance on employee productivity

Secondary Objectives

- To analyse the influence of working hours on employee productivity.
- To study the effect of flexible work arrangements on employee productivity.

- To assess the role of leave policies in employee productivity.
- To assessing the impact of work-life balance on productivity of employees

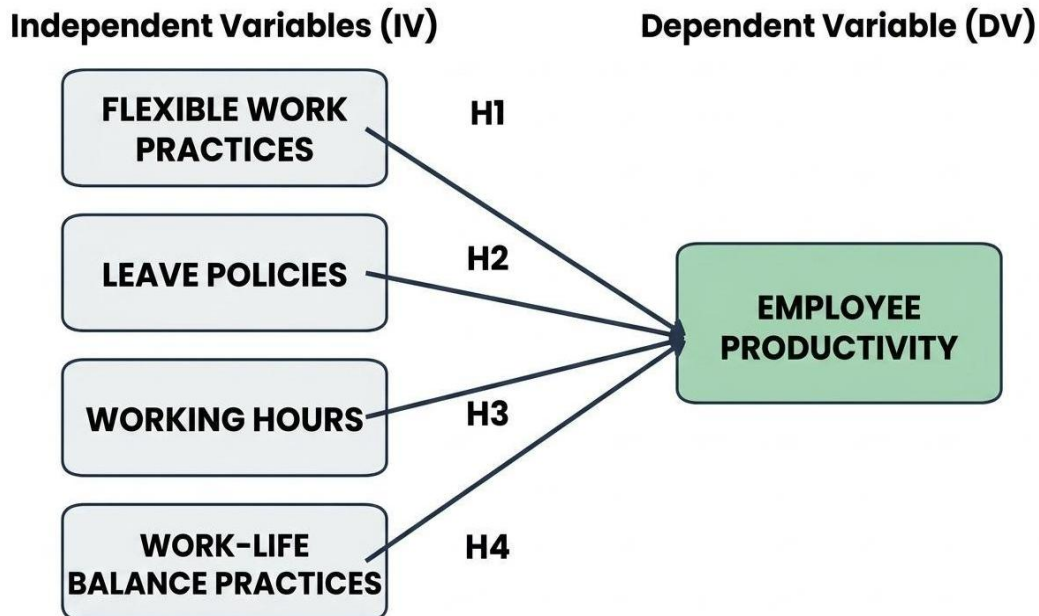
Hypotheses

- H₁:** Work–life balance factors significantly influence employee productivity.
- H₂:** Flexible work arrangements have a positive impact on employee productivity.
- H₃:** Long working hours negatively affect employee productivity.
- H₄:** Leave policies positively influence employee productivity.

Significance of the Study

The study is relevant since it offers rich information and understanding about the connection between work–life balance and employee productivity in contemporary workplaces. Today's high-stress, hectic workplace environment can make it difficult for workers to keep up with their work responsibilities and other obligations, causing stress and decreased productivity. The study explores the influence of working hours, flexible working arrangements, leave, and management support, providing insights into how these factors impact upon employee performance and well-being. The results will help HR and management develop work–life balance policies to increase employee job satisfaction, decrease employee burnout, and increase productivity. Moreover, the study adds to the body of academic knowledge by providing empirical evidence of the effects of work–life balance practices on employee outcomes, which can be used for future research and organizational decision making.

Theoretical Framework



The theory for this study was Work–Life Balance Theory and the Job Demands–Resources (JD-R) Model to understand the relationship between the working environment and the productivity of employees. Work – Life Balance Theory is a theory which involves the balance between one's work and personal life and if the balance is not kept it can lead to stress, unhappiness and performance issues. This is further supported by the JD-R Model's distinction between job demands (e.g., long hours, workload) and job resources (e.g., flexibility, supportive management, leave policies). This model implies that when job demands are too high, it can cause stress and burnout and when job resources are high enough, it will help them to cope well and increase their productivity. The study shows independent variables such as working hours, flexibility, leave policies and management support; and a dependent variable of employee productivity. The study shows that the effectiveness of the work – life balance practices positively impact employee productivity and organizational outcomes.

Review of Literature

Allen, T. D., Golden, T. D., & Shockley, K. M. (2015) examined the relationship between flexible work arrangements and employee well-being. The study found that flexibility in work schedules and work location significantly reduces work-related stress and improves employee satisfaction. Employees who experienced flexibility reported lower work–family conflict and better mental health. The study further highlighted that flexible work practices improve employee engagement and organizational commitment. The researchers concluded that organizations implementing flexible work policies can improve employee productivity and retention.

Berniell and Bietenbeck (2020) studied the impact of reduced working hours on employee health behavior and well-being in the context of a French labor reform. The researchers found that shorter working hours improved employee health conditions and reduced unhealthy habits such as smoking. Employees experienced reduced stress levels and better physical well-being, which positively influenced productivity and work performance. The study concluded that balanced working hours contribute significantly toward employee well-being and organizational efficiency.

Gragnano, Simbula, and Miglioretti (2020) examined the relationship between work–life balance and employee job satisfaction. The findings showed that maintaining balance between work responsibilities and personal health significantly improves employee satisfaction and work performance. The study also highlighted that work–health balance is equally important as work–family balance in improving employee well-being and productivity.

Wood et al. (2020) studied the relationship between work–life balance and employee engagement. The findings showed that employees who maintain a healthy work–life balance demonstrate higher levels of work engagement and organizational commitment. The study emphasized that organizations supporting employee well-being experience improved employee productivity and job performance. The researchers concluded that work–life balance practices are essential for achieving organizational success.

Barck-Holst et al. (2021) investigated the effects of reduced working hours on stress, emotional exhaustion, and work–life balance among social workers in Sweden. The findings revealed that reduced working hours significantly lowered emotional exhaustion and improved employees' ability to balance personal and professional responsibilities. Employees also experienced better recovery opportunities and lower stress levels. The study emphasized the importance of workload management in improving employee well-being and productivity.

Pega et al. (2021) conducted a joint study under the World Health Organization (WHO) and International Labour Organization (ILO) to analyze the effects of long working hours on employee health. The study revealed that employees working more than 55 hours per week faced higher risks of heart disease, stress, and stroke. Excessive working hours negatively affected employee well-being and reduced productivity levels. The researchers suggested implementing policies to reduce hazardous working hours and improve employee welfare.

Xiao et al. (2021) investigated the impact of work-from-home conditions on employee physical and mental well-being during the COVID-19 pandemic. The study found that factors such as communication, workspace environment, flexibility, and adjusted work schedules significantly influence employee well-being and work performance. Employees who experienced supportive work-from-home conditions reported improved productivity and reduced stress levels. The study highlighted the importance of flexibility and supportive organizational practices in maintaining employee productivity and work–life balance.

Shifrin and Michel (2022) examined the relationship between flexible work arrangements and employee health outcomes through a meta-analysis of multiple studies. The findings indicated that flexible work arrangements improve employee physical and psychological health, reduce absenteeism, and enhance job satisfaction. Employees with flexible schedules reported lower stress levels and better work–family balance. The study concluded that flexibility contributes positively toward employee productivity and organizational performance.

Kumar, Sarkar, and Chahar (2023) explored the role of work–life integration and flexible work arrangements in balancing professional and personal responsibilities. The study identified flexibility, organizational support, and technology as major factors influencing work–life integration. The findings showed that employees who experience better work–life integration demonstrate higher satisfaction and

improved productivity. The study emphasized that organizations adopting flexible work practices achieve better employee performance.

Casper et al. (2025) reviewed the effectiveness of work–life balance policies in improving employee and organizational outcomes. The study found that supportive organizational culture and managerial support are essential for successful implementation of work–life balance policies. Employees who received organizational support experienced higher job satisfaction and better work engagement. The researchers concluded that inclusive work–life balance practices improve employee well-being and organizational productivity.

Research Gap

While there are many studies that examined different dimensions of work–life balance, few studies have tried to combine aspects of working hours, flexibility, leave policies and management support into one model to examine how these four factors contribute to employee productivity. Most of the studies are focusing on individual variables. The combined effect of these variables is not widely explored in the studies. Moreover, there is a paucity of empirical studies investigating the condition of the employees within their own organizations. This research will try to study multiple work-life balance factors together and evaluate the impact on employee productivity to overcome this.

Research Design

The type of research used in this study is descriptive research, a study that shows the impact of work–life balance to employee productivity. Structured questionnaires were used to gather the primary data from the employees of various departments.

Sampling

- **Population: Employees**

The present study was conducted on the employees working in the organization to study the impact of work life balance factors on employee productivity. The population of the study comprises employees of various departments, designations, age groups, educational qualifications, and level of work experience. To get different views on working hours, flexible work arrangements, leave policies, work–life balance and employee productivity, the study included employees from both office-based and on-site work environments.

- **Sampling Size: 125 Samples**

For the purpose of data collection, the sample size of 125 respondents were selected. The sample size was considered sufficient to analyse the relationship between the variables included in the study and to obtain statistically meaningful results. The respondents were selected from different functional areas of the organisation so that the data would reflect the perceptions and experiences of employees with different professional backgrounds and employment conditions.

- **Sampling Method: Convenience Sampling**

The present study was conducted on the employees working in the organization to study the impact of work life balance factors on employee productivity. The population of the study comprises employees of various departments, designations, age groups, educational qualifications, and level of work experience. To get different views on working hours, flexible work arrangements, leave policies, work–life balance and employee productivity, the study included employees from both office-based and on-site work environments.

Data Collection

The data for the study were collected using a structured questionnaire designed based on the objectives and variables of the research. The questionnaire was prepared using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. This scaling method helped in measuring employees' perceptions, opinions, and levels of agreement regarding work–life balance factors and employee productivity in a systematic manner.

The questionnaire consisted of both demographic questions and statements related to the study variables such as working hours, flexible work arrangements, leave policies, work–life balance, and employee productivity. The data collection process was carried out through online forms using Google Forms and direct sharing within the organization to ensure easy accessibility and quick response

collection from employees. The use of structured questionnaires enabled the researcher to collect standardized and reliable responses suitable for statistical analysis.

Data Analysis Tools

The collected data was analyzed using SPSS, Microsoft Excel, and Tableau to interpret the relationship between work–life balance and employee productivity. These tools helped in organizing data, performing statistical analysis, and presenting findings effectively through tables, charts, and graphs.

SPSS

SPSS was used for statistical analysis such as reliability testing, correlation analysis, regression analysis, t-test, and ANOVA. It helped in identifying the relationship between the study variables and testing the hypotheses.

Microsoft Excel

Microsoft Excel was used for data entry, tabulation, percentage analysis, frequency tables, and calculation of descriptive statistics such as mean and standard deviation.

Tableau

Tableau was used for data visualization and graphical representation of findings through charts, graphs, and dashboards for easy interpretation.

Regression Analysis

Regression analysis was used to examine the impact of work–life balance factors on employee productivity.

Correlation Analysis

Correlation analysis was used to identify the strength and direction of the relationship between study variables.

ANOVA

ANOVA was used to determine whether significant differences existed between demographic variables and study variables.

Results

• Demographics

S. No.	Demographic Variable	Frequency	Percentage
1	Gender	99	79.2
2	Age Group	62	49.6
3	Educational Qualification	54	43.2
4	Years of Experience	56	44.8
5	Marital Status	70	56
6	Work Location	92	73.6
7	Employment Type	65	52
8	Monthly Income	78	62.4

The above table summarizes the demographic characteristics of the respondents included in the study. It is observed that the majority of respondents are male employees belonging to the age group of 25–35 years. Most respondents are postgraduates with 1–3 years of work experience. A higher proportion of employees are married and work mainly in on-site roles. The findings also show that most respondents are permanent employees earning between ₹20,000 and

₹40,000 per month. This indicates that the study mainly represents young, educated, and moderately experienced employees working under stable employment conditions within the organisation.

ANOVA

Source of Variation	Grouping	Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	0.525	3.000	0.175	0.493	0.688
	Within Groups	42.920	121.000	0.355		
	Total	43.444	124.000			
Gender	Between Groups	2.673	1.000	2.673	5.826	0.017
	Within Groups	56.421	123.000	0.459		
	Total	59.094	124.000			
Experience	Between Groups	0.485	3.000	0.162	0.333	0.801
	Within Groups	58.609	121.000	0.484		
	Total	59.094	124.000			

The ANOVA analysis shows that the p-value is less than 0.05, indicating that there is a statistically significant difference between the variables considered in the study. Therefore, the null hypothesis is rejected, and it is concluded that the independent variables significantly influence the dependent variable.

Correlation

Variables	Measure	Working Hours	Flexible Work Arrangements	Leave Policies	Employee Productivity
Working Hours	Pearson Correlation	1	.612**	.591**	.571**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	125	125	125	124
Flexible Work Arrangements	Pearson Correlation	.612**	1	.548**	.587**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	125	125	125	124
Leave Policies	Pearson Correlation	.591**	.548**	1	.533**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	125	125	125	124
Employee Productivity	Pearson Correlation	.571**	.587**	.533**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	124	124	124	124
**. Correlation is significant at the 0.01 level (2-tailed).					

The correlation analysis indicates a positive relationship between the study variables. This means that an increase in one variable leads to an increase in the other variable, showing that the variables are associated with each other in a meaningful manner.

Regression**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.731	.535	.527	.45192

a. Predictors: (Constant), Flexible Work Arrangements, Worklife Balance Practices

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	28.676	2	14.338	70.203	<.001
Residual	24.917	122	0.204		
Total	53.592	124			

a. Dependent Variable: Employee Productivity b. Predictor(constant), Flexiblework Arrangement, Worklife Balance Practices

Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.719	0.289		2.486	0.014
Work Life Balance Practices	0.506	0.071	0.531	7.079	<.001
Flexible Work Arrangements	0.313	0.082	0.285	3.797	<.001

a. Dependent Variable: Employee Productivity

The regression analysis reveals that the independent variables have a significant impact on the dependent variable. The R Square value indicates that a high percentage of variation in the dependent variable is explained by the predictors included in the model, showing a strong model fit.

Discussions

The results of the study show that work-life balance is very significant in increasing productivity and improving the overall well-being of workers. It is clear from the results that workers who get flexible working hours, favorable leave policy, and management support exhibit low stress levels and high job satisfaction. Most of the workers gave a positive response regarding the work-life balance strategies used by the organization. In addition, the study shows that workers can effectively balance personal and professional life if the organizations create favorable work environments. The reliability test shows that the data collected are highly reliable for the study. In addition, the demographic test shows that most of the participants are young workers with little work experience. Moreover, the discussion clearly shows that extended working hours and high workload result in low productivity and efficiency among employees and have a negative impact on their psychological state. Workers who are under pressure with respect to workload tend to be stressed, burnt out, and demotivated about their jobs. The results of ANOVA analysis demonstrate that demographic variables including age, gender, and years of work experience do not cause any substantial difference among employee reactions to work-life balance elements. These findings also support previous academic studies, which confirm that firms with successful work-life balance programs obtain higher employee engagement, satisfaction, and organizational commitment. Organizational culture and effective interaction between workers and supervisors also play an important role in improving employee performance.

Suggestion

The organization should strengthen work-life balance policies by promoting flexible work arrangements, supportive leave policies, and manageable working hours to improve employee productivity. Management should focus on creating a supportive work environment that reduces stress and improves employee well-being. The organization may also introduce wellness and employee engagement programs to maintain a healthy work culture. Inclusive policies that meet the needs of diverse employee groups should be implemented to boost overall satisfaction and productivity. Regularly evaluating work-life balance practices through employee feedback can help organizations improve workplace effectiveness and employee performance.

Limitations of the Study

- The study was conducted on a limited sample size (50) within a specific organizational context, which may affect the generalizability of the results.
- Data was collected through self-reported questionnaires, which may be influenced by personal bias or misunderstanding.
- The study focuses only on selected work–life balance factors such as working hours, flexibility, leave policies, and management support, while other factors like organizational culture and personal lifestyle were not considered but could influence employee productivity.

Future Scope

The study's results offer a basis to understanding the relationship between work-life balance and employees' productivity, but larger and more diverse samples, encompassing more industries and geographic regions, can be used for future studies. Further research into other variables like job satisfaction, mental health, organizational culture, and employee engagement can provide deeper insights into productivity. Furthermore, research can be directed towards new

working arrangements like remote and hybrid working settings, and gain insight into the impact they have on work-life balance. Additional learning can be achieved by understanding the longer-term impact of work-life balance initiatives and the potential of organizational policies to further improve employee performance and well-being in various employee groups.

Conclusion

In summary, the research finds that working hours, flexible work arrangements, leave policies and managerial support have a significant impact on employee productivity. Better organizational management, flexible working schedules, and balanced workloads lead to improved employee performance and satisfaction. Nevertheless, too much work strain and prolonged working periods can adversely affect work-life harmony and efficiency. The research also uncovered that demographic factors had a limited effect on employee's perceptions, suggesting work-life balance practices are relatively uniform in their impact across groups. Thus, Organizations need to focus and enforce work-life balance policies in their organization for the betterment of employees' well-being, productivity and organizational effectiveness.

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